

# International Centre of Excellence in Tourism and Hospitality Management



## Annual Report 2016–2017



accreditation for a global market



# Table of Contents

	Page
Table of Contents	3
Chair's Statement	4
CEO's Statement	5
THE-ICE Board of Directors	6
2016-2017 Key Activities	7
1. Accreditation of Excellence	7
1.1 THE-ICE Assessment Panel	7
1.2 Strategic Partnership with Global QA Agencies	8
1.3 THE-ICE Membership	9
2. Development of Excellence	11
2.1 THE-ICE 10 <sup>th</sup> IPoE Forum 2016	11
2.2 Benchmarking Roundtable Series	11
3. Benchmarking of Excellence	12
3.1 THE-ICE Student Barometer (ISBSB™) Survey	12
3.2 THE-ICE Benchmarking Ranking	12
4. Promotion of Excellence	13
4.1 THE-ICE Hall of Fame	13
4.2 Fellow of THE-ICE	13
4.3 THE-ICE eBulletin	13
4.4 THE-ICE eCommunication	13
5. Financial Report	14
THE-ICE Global Network	15

## Chair's Statement



Firstly, I would like to thank our members for their ongoing support and the Board for entrusting me with the leadership for the past year. It has been a positively busy and rewarding 12 months with a few achievements to celebrate! Our financial status continues to improve and the sustainability of THE-ICE grows from strength to strength.

At the 10<sup>th</sup> IPoE Forum 2016, we were proud to have hosted the historic MoU signing ceremony with our strategic partner, NVAO (Accreditation Organisation of the Netherlands and Flanders),

witnessed by the delegates from five (5) government-funded hotel schools from the Netherlands. The strategic partnership was further cemented with the signing of the MoA (memorandum of agreement) in February 2017. This formalised our commitment to implement a joint accreditation pilot, which is to take place during the first quarter of 2018!

We are delighted to see the successful re-accreditation of Griffith University and Charles Darwin University, as well as the formal completion of Glion Institution of Higher Education full-accreditation application process. In addition to welcoming Stenden University Qatar, the international campus of Stenden University of Applied Sciences, THE-ICE is in the process of assisting SSTH (Swiss School of Tourism and Hospitality - a sister school of EHL École hôtelière de Lausanne), University of Derby of Pacific TAFE (for new programmes) in their respective pre- or full-accreditation application.

Special thanks to our global member network, our fellow Directors on THE-ICE Board and valued Auditors from the independent THE-ICE Assessment Panel for their ongoing support and commitment. Our collegial corporate approach and culture of THE-ICE continue to enhance not only our global nature, but also the overall standing of excellence in TH&E education, training and research.

A handwritten signature in black ink, appearing to read 'E. Werner'.

**Prof (FH) Mag Eva Werner**  
**Chair**  
**THE-ICE Board**

## CEO's Statement



It has been another exciting year with new challenges and growth. THE-ICE continues to thrive under the leadership of Professor (FH) Mag Eva Werner, with the encouraging and ongoing support of the Finance Audit Committee: A/Professor Laura Lawton (Deputy Chair), Dr Craig Thompson (Company Secretary), Dr Paul Whitelaw (Treasurer) and the wise counsel of the Directors of THE-ICE Board.

The principle activity of THE-ICE continues to be the provision of services in accreditation, benchmarking, the development and the promotion of excellence in TH&E education programmes across the vocational and higher education sector internationally. Our financial position remains robust and our Membership portfolio continues to grow. Notwithstanding the membership non-renewal from a couple of our members, we are extremely pleased to see this year's operation generated a profit of almost A\$130,000 – the highest we have achieved thus far!

Further to my successful re-election to serve as a Director on the INQAAHE Board, I am very excited and honoured to be selected by my fellow Directors to take on the role as Vice President in October 2016.

We are well on track with the development of strategic partnership with our global peers, in particular, that with the Accreditation Organisation of the Netherlands and Flanders (NVAO). We are delighted to cement our relationship with the proposed joint accreditation pilot, to be implemented within the next twelve (12) months.

We are committed to providing quality services to our current and future members! Together, we look forward to another exciting year of mutual growth and benefits – onward and upward!

A handwritten signature in black ink, which appears to read "Pauline Tang".

**Pauline Tang**  
**CEO**  
**THE-ICE**



# THE-ICE Board of Directors

A warm welcome to Professor Dr Sarote Phornprapha, who was elected to join THE-ICE Board by the voting member institutions at the Annual General Meeting, held on Friday, 11<sup>th</sup> of November 2016 at César Ritz Colleges Switzerland in Lucerne, Switzerland.

Special thanks to two retiring Office Bearers for their contributions:

- Mr Alan Williams – a long standing Director and Treasurer since 2008 when THE-ICE was incorporated as a not-for-profit organisation
- Dr Veera Pardpattanapanich since November 2014



Chair  
Eva Werner  
(Austria)



Deputy Chair & Director  
Laura Lawton  
(Australia)



Company Secretary  
Craig Thompson  
(Netherlands)



Treasurer  
Paul Whitelaw  
(Australia)



Immediate Past Chair  
Guy Bentley  
(Australia)



Director  
JS Perry Hobson  
(Malaysia)



Director  
Ron Hilvert  
(Philippines)



Company Secretary  
Christina Aquino  
(Philippines)



Director  
Oswin Maurer  
(Italy)



Director  
John Fong  
(Singapore)



Director  
John Daly  
(Switzerland)



Director  
Sarote Phornprapha  
(Thailand)

# 2016–2017 Key Activities

## 1. Accreditation of Excellence

### 1.1 THE-ICE Assessment Panel

THE-ICE Assessment Panel, working in close cooperation of THE-ICE Executive Team, continued to ensure the currency and the integrity of the assessment criteria, as well as the transparency of the application process/procedure are maintained.

Congratulations to Ms Pauline Tang, CEO of THE-ICE, for having been selected by her fellow Directors to take on the Vice President role on the INQAAHE Board in October 2016. This new appointment will further enhance THE-ICE brand visibility in the global quality assurance arena.

Furthermore, we are delighted to welcome A/Professor Jane Ali-Knight from Edinburgh Napier University, who has accepted our invitation to join the elite team of Auditors in May 2017.

Special thanks to those Auditor, who have extended their service and support in the accreditation and re-accreditation projects, making it another year of successful membership growth for THE-ICE.



Chair, Brian King  
(Hong Kong)



Laura Lawton  
(Australia)



Steve Craig-Smith  
(Australia)



Eva Werner  
(Austria)



Thomas Bauer  
(Australia)



Andy Nazarechuk  
(Philippines)



Russell Arthur  
Smith (France)



Mervin Hyde  
(Australia)



Stuart Jauncey  
(Switzerland)



Felix Kolbeck  
(Germany)



Rajka Presbury  
(Australia)



Philip Pearce  
(Australia)



Craig Thompson  
(Netherlands)



Jane Ali-Knight  
(United Kingdom)



## 1.2 Strategic Partnership with Global QA Agencies

Since 2014 THE-ICE has been actively exploring and developing strategic partnership with selected peer quality assurance agencies around the world. This initiative aims to minimise the administrative and logistical burden for our current and future member institutions, as well as to facilitate cross-border recognition and/or harmonisation of QA standards.

### The Netherlands:

As part of the 10<sup>th</sup> anniversary celebration of THE-ICE IPoE Forum 2016, the MoU between NVAO and THE-ICE was signed on the 9<sup>th</sup> of November 2016, proudly hosted by Swiss Education Group at one of their member schools - César Ritz Colleges Switzerland in Lucerne. The strategic partnership was further enhanced with the formalisation of a MoA, (Memorandum of Agreement) arrangement, which was signed on the 27<sup>th</sup> of February 2017 between Dr Paul Zevenbergen, Executive Director of NVAO and Ms Pauline Tang, CEO of THE-ICE. The MoA, modelled after the agreement NVAO signed with AACSB, containing terms and conditions for the implementation of joint-accreditation and/or re-accreditation of all Dutch hotel management schools.



*The official MoU signing ceremony held on 9<sup>th</sup> of November 2016 at the 10<sup>th</sup> THE-ICE Forum in Lucerne*

### Russia:

AKKORK (Agency for Higher Education Quality Assurance and Career Development), established since 2005, is the first independent professional QA agency specialising in the accreditation of education programmes at higher education level in the Federation of Russia. To-date, they are highly-recognised by their peers in Europe as well as the Asia Pacific regions.



With the approval and endorsement from Professor Eva Werner, Chair of THE-ICE Board and Professor Brian King, Chair of THE-ICE Assessment Panel), a Memorandum of Understanding (MoU) was executed between the two parties at a signing ceremony organised by INQAAHE on 1<sup>st</sup> of March 2017 at the INQAAHE Conference in Bahrain.



## Europe

### **ECA (European Consortium of Accreditation Agencies in Higher Education)**

THE-ICE continues to be highly visible and regarded as a leading programme-specific QA agency specialising in the field of tourism, hospitality, events, leisure and culinary arts (TH&E). Our engagement as an invited Observer in ECA and ECA's Working Group II, further enhanced our brand positioning.



*ECA Working Group II Meeting*

Thanks to the great effort and ongoing participation Dr Craig Thompson (Director of THE-ICE Board and Auditor of THE-ICE Assessment Panel), THE-ICE is well-represented in ECA's Working Group II Seminars

Working Group II Seminars and dialogues on innovation in QA and accreditation, with special focus on:

- Employability & Transversal skills
- Cross-border higher education/Internationalisation activities
- Risk-based approaches / Risk analysis
- Regional thematic seminars

### **FIBAA (Foundation for International Business Administration Accreditation)**

After the departure of Dr Daisuke Motoki, former Managing Director of FIBAA, the relationship with FIBAA has been put on hold. During one of her international travels, Prof (FH) Eva Werner, in her capacity as Chair of THE-ICE Board, has re-kindled the relationship with the newly appointment Managing Director, Dr Kerstin Fink.

Since Germany is going to have new accreditation regulations, it was agreed that FIBAA and THE-ICE will meet soon and discuss the potential ramification and impact on our respective QA standards and move forward with the strategic partnership, consequential to such legislative review.

## **1.3 THE-ICE Membership**

### **Swiss School of Tourism and Hospitality (SSTH), Switzerland**

EHL (École hôtelière de Lausanne) approached THE-ICE on behalf of SSTH (a school EHL acquired in 2013) for international accreditation service. A pre-accreditation fast track interview was scheduled to be conducted on 26<sup>th</sup> of August 2017 by Auditor Dr Craig Thompson. The interview aims to ascertain if SSTH could proceed with full-accreditation in the first instance.

### **Hotel Management Schools, the Netherlands**

After the signing of the MoA in February 2017, NVAO and THE-ICE have been working in close cooperation on the operational logistics for the joint-accreditation pilot for hospitality-cluster in the Netherlands. The project will cover the following members of the Association of Dutch Hotel Management Schools (ADHMS):

- Stenden Hotel Management School, Stenden UAS (re-accreditation)
- The Hotelschool, The Hague UAS, The Hague Campus and Amsterdam Campus
- Academy of Hotel Management & Facility Management, NHTV Breda UAS
- Hotel Management School Maastricht, Zuyd UAS
- Hospitality Business School, Saxion UAS

All four (4) new incoming institutions have successfully completed the Pre-accreditation Fast Track Interview process, as well as confirmed their intention to seek full accreditation from THE-ICE in the first instance.

Mr Anne Klaas Schilder has been appointed by ADHMS as the Joint-accreditation Project Coordinator to oversee and organise all operational logistics. He is also the designated key liaison for NVAO and THE-ICE.

### **Glion Institute of Higher Education (GIHE), Switzerland**

In compliance to the conditions stipulated for the Full-accreditation application in 2016, GIHE has provided additional evidence. Subsequent to the initial accreditation process, GIHE has successfully completed two follow-up site visits, conducted by Auditor Dr Craig Thompson on 7<sup>th</sup> of November 2016 and 19<sup>th</sup> of May 2017. THE-ICE Board unanimously approved GIHE to be awarded the five (5) full-accreditation status, effective as from June 2017.

### **Pacific TAFE of USP, Fiji**

Following the successful completion of Full-accreditation assessment of their Certificate IV in Commercial Cookery, Pacific TAFE has further developed a new programme – Certificate III in Patisserie. Desk-top assessment of supplementary evidence was conducted by Auditor Dr Thomas Bauer on 31<sup>st</sup> of July 2017. Subject to successful interview of the graduates and the industry partners, the Auditor will recommend that the programme to be accredited.

### **Termination of Membership**

Due to the collapse of Careers Australia Group (CAG), the Australian government has cancelled the registration to operate as education providers for all institutions, including Australian School of Management (ASM), a long-standing Full Member with Foundation Status of THE-ICE (since 2005), owned by CAG. Consequentially, ASM no longer meets THE-ICE Standards of Excellence 2016, and reluctantly, THE-ICE Board reached the unanimous to cancel ASM membership.

### **Non-renewal of Membership**

Due to organisational change or re-allocation of strategic funding, it is unfortunate that two Full Members - THSS (The Hotel School Sydney) and IMC University of Applied Sciences, Krems, as well as one Observer, BERJAYA University College of Hospitality Management, Malaysia, will not renew their membership



*Pacific TAFE, Fiji*



*Glion Institute of Higher Education, Switzerland*

## 2. Development of Excellence

### 2.1 THE-ICE 10<sup>th</sup> International Panel of Experts (IPoE) Forum 2016

THE-ICE celebrated the 10<sup>th</sup> anniversary of International Panel of Experts (IPoE) Forum from 9<sup>th</sup> to 12<sup>th</sup> November 2016 with the theme '*Excellence – Defined and Measured*'. The event was proudly hosted by Swiss Education Group's César Ritz Colleges, Switzerland in Lucerne, Switzerland

The Forum was well-attended by some 94 representatives from THE-ICE member and non-member institutions around the world, sharing information in TH&E with specific focus on:

- Employability
- Transferrable Skills
- Research & Scholarship
- Pedagogies
- Technology



### 2.2 THE-ICE Benchmarking Roundtable Series (BRS)

THE-ICE Benchmarking Roundtable Series XI (BRS), dovetailed to THE-ICE 10<sup>th</sup> IPoE Forum, continued to provide a trusted platform for internal stakeholders and invited guests to share knowledge and gain insight into the practices of their higher education and vocational peers, to exchange alternative and innovative approaches, to develop collective best-practice models and plausible solutions to address common issues and challenges in the ever-changing operating environment.

The workshop, co-presented by Ms Pauline Tang, CEO of THE-ICE and Dr Thomas Bauer, Auditor of THE-ICE Assessment Panel, highlighted the key elements of '*THE-ICE International Accreditation Standards*'. In particular, the recent review and revision of THE-ICE Standards and its implication for future and existing members.



### 3. Benchmarking of Excellence

#### 3.1 THE-ICE Student Barometer (ISBSB™) Survey

This annual research, conducted in partnership with the International Graduate Insight Group (*i-graduate*), remains as the world's only student satisfaction survey focusing on (TH&E) education students.



##### 2016 Survey wave

The Upgraded Topline Report from THE-ICE ISBSB™ Survey 2016 was released and distributed to THE-ICE members from November 2016 onwards. Full Members of THE-ICE with Foundation and/or AccreditationPLUS status were also presented with comprehensive Director's Cut reports, containing institution-specific analysis & comparative tables/graphs.

47,794 students from twenty-five (25) participating member institutions were invited. 9,673 (3,809 international, 5,864 domestic) of them responded, reflecting a total response rate of 32%. It was encouraging to see a high level of engagement from our membership and the ongoing keen interest to work in collaboration with THE-ICE in identifying and enhancing areas for potential improvement.



##### 2017 Survey wave

For this wave, 39,439 international and domestic students from twenty-two (22) member institutions in eleven (11) countries were invited to have their say. Institution-specific live links of THE-ICE SBSB™ Survey 2017 were opened from March to mid-June 2017. 11,924 (4,559 international, 7,365 domestic) students provided their responses, reflecting a total response rate of 39%. It is anticipated that the institution-specific survey results, benchmarked against THE-ICE group benchmark (based on 11,924 responses) and the Global Index (based on >229,925 responses from 174 global institutions) will be available in late October/early November 2018.

#### 3.2 THE-ICE Benchmarking Ranking

Mindful of the pressure to participate in other non-QA related, commercially-driven ranking regimes, in partnership with our strategic partner *i-graduate*, we a retrospective ranking analysis of 2017 THE-ICE ISBSB™ Survey findings was conducted. The pilot – QA-based Ranking Summary Report was well-received by the Member Institutions. Similar Ranking Reports will be offered to survey participants from 2018 onwards.



## 4. Promotion of Excellence

### 4.1 THE-ICE Hall of Fame

Professor J S Perry Hobson, Pro-Vice Chancellor, Global Engagement of Taylor's University were unanimously endorsed by the Board to be inducted into THE-ICE Hall of Fame to celebrate the 10<sup>th</sup> anniversary of THE-ICE IPoE Forum.

Unfortunately, due to conflicting commitment, Professor Hobson was unable to attend. Not having him to receive the award in person would defeat the purpose and value of this recognition in the highest order. Hence, the Board agreed to defer the Hall of Fame Award launch at THE-ICE IPoE Forum 2017, to be hosted by William Angliss Institute in Melbourne, Australia.

### 4.2 Fellows of THE-ICE

At the Gala Dinner of THE-ICE 10<sup>th</sup> IPoE Forum 2016, the two individuals were recognised for their outstanding academic contribution in the field of TH&E:

- Rev Fr. Herminio V. Dagohoy, Rector Magnificus, University of Santo Tomas (UST), the Philippines, nominated by Assistant Professor Maria Cecila A. Tio Cuison, Dean, College of Hospitality Management, UTS, the Philippines
- Dr. Mag. Roman EGGER, Senior Researcher & Lecturer, Head of eTourism, Innovation & Management in Tourism, Salzburg University of Applied Sciences, Austria, nominated by Prof (FH) Eva Werner, Rector, IMC University of Applied Sciences, Krems Austria



### 4.3 THE-ICE eBulletin

After the update of eCommunication Recipient Database in last quarter, we have improved on a click through rate from 3% to 10% on nearly all newsletters and newflash with the new database. The highest click through rate recorded for a newflash on 18<sup>th</sup> October 2016 was 64%.

### 4.4 THE-ICE eCommunication

#### Website add-in: Events Manager Module

An online registration software, Events Manager Module, was installed to THE-ICE website for the IPoE Forum 2016. This software will be updated each year with the relevant information of the host institution. This will allow for registration to be open early and to increasing the opportunity to capture more attendees each year. Errors and improvements noted throughout the 2016 Forum registration process will be rectified and implemented for IPoE Forum 2017 and beyond.

#### Survey Monkey

For the ease of creation and distribution Member Satisfaction, IPoE Attendees and amongst other surveys as required throughout the year, we have upgraded this software. It has been identified this is potentially a good resource, and added benefit for our members when they wish to carry out student survey's.

## Financial Reports

The sustainability of THE-ICE continues to grow from strength to strength and the financial status of THE-ICE continued to improve. For the financial year 2016-2017, a total income of A\$505,493 was generated as compared to A\$447,018 in 2015-2016. Total expenses was A\$379,816 as compared to A\$423,423 in previous year, resulting in a considerable profit of A\$128,445 (last year profit of \$30,623)

### Statement of Financial Position As of 30 June 2017

	2017	2016
<b>Assets</b>		
Current Assets		
Accounts Receivables	315,787	318,675
Online Saver Account	32,756	57,226
Society/Cheque Account	89,146	55,422
Term Deposits	313,384	260,870
Membership Received in Advance	-342,450	-405,800
<b>Total Current Assets</b>	<b>408,623</b>	<b>286,393</b>
<b>Total Assets</b>	<b>408,623</b>	<b>286,393</b>
<b>Liabilities</b>		
Current Liabilities		
Taxation	0	0
GST	4,459	12,064
PAYG Withholding Payable	5,905	7,496
Provision for Annual Leave Accrual	23,636	22,237
Rounding	0	0
Superannuation Payable	1,581	0
Wages Payable Account	0	0
<b>Total Current Liabilities</b>	<b>35,581</b>	<b>41,797</b>
<b>Total Liabilities</b>	<b>35,581</b>	<b>41,797</b>
<b>Net Assets</b>	<b>373,042</b>	<b>244,598</b>
<b>Equity</b>		
Retained Earnings	373,042	244,598
<b>Total Equity</b>	<b>373,042</b>	<b>244,598</b>

# THE-ICE Global Network

## Full Members



## Associates of THE-ICE



## THE-ICE Business Alliances



## Observers of THE-ICE

- Haaga-Helia University of Applied Sciences, Finland
- INTI International University College, Malaysia
- NHTV Breda University of Applied Sciences, Netherlands
- Melbourne Polytechnic, Australia
- Oman Tourism College, Oman
- Stamford International University, Thailand
- THEi, Technological & Higher Education Institute of Hong Kong, Hong Kong



International Centre  
of Excellence in  
**Tourism and Hospitality  
Education (THE-ICE)**

THE-ICE

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